

Bridging the Gap:

February 2004

Meeting the Challenge of Universal Access Through

Bridging the Gap

Faith-Based and Community Partnerships



U.S. Department of Labor
Center for Faith-Based and Community Initiatives

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Message from Secretary of Labor Elaine L. Chao



At the Department of Labor, we are proud of the leadership we have provided in the President's Faith-Based and Community Initiative. In 2002, the U.S. Department of Labor through the Employment and Training Administration invested \$17.5 million in building partnerships between faith-based and community organizations (FBCOs) and the Workforce Investment Act (WIA) system. The WIA system offers many valuable services, including access to information about local employment opportunities, through One-Stop Career Centers. Unfortunately, often those who need this help the most do not know where it is or how to use these services. By working together, FBCOs and One-Stop Career Center leaders and staff can bridge this gap.

In this report, you will find case studies of United Way of Brevard, Florida and Job Service North Dakota. Both of these organizations received grants to assist with faith-based and community initiatives in 2002. These case studies provide valuable information and strategies for how the Workforce System can engage FBCOs to help needy people enter and thrive in the workforce.

Thank you for your interest in these projects and for exploring how you can use this information to serve those in need in your communities. By capturing the compassion of grassroots faith-based and community organizations through new partnerships, we can more successfully fulfill our mission of helping all of our citizens find meaningful employment.



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Executive Summary

Shortly after his inauguration in 2001, President George W. Bush established the White House Office of Faith-Based and Community Initiatives as well as Centers for Faith-Based and Community Initiatives in different departments across the government.

The mission of the Center for Faith-Based and Community Initiatives (CFBCI) at the U.S. Department of Labor is to empower FBCOs as those organizations help people enter, succeed and thrive in the workforce. Each of the seven CFBCIs seek to create innovative public-private partnerships with grassroots faith-based and community organizations within the context of its mission and programs. The centers seek to create collaboration with those organizations that are providing valuable and life-changing services, but that may not be partnering with government programs.

In 2002, under the leadership of Secretary of Labor Elaine L. Chao and Assistant Secretary Emily DeRocco, the Employment and Training Administration (ETA) demonstrated its commitment to creating new collaborations with faith-based and community organizations within the nation's workforce investment system. Using money designated by Congress to strengthen the One-Stop system, ETA invested more than \$17 million in grants to 12 states, 20 grassroots organizations and nine intermediary organizations, with mandates to sub-grant to grassroots groups.

The first objective of the 2002 investment was to create universal access to One-Stop services for individual clients of FBCOs who traditionally would not utilize such services. The second objective was to increase the number of FBCOs that are active and committed partners in the One-Stop system and thereby increase the network of resources for One-Stop customers. The third objective was to identify, showcase, and replicate instances of innovative involvement in the One-Stop system.



Executive Summary

These objectives point to the same hypothesis: the quality of relationships between non-profit organizations and the One-Stop system translates into the quality of services for individual job-seekers. An individual facing multiple barriers to employment will be more successful if the One-Stop counselor or FBCO volunteer can make reliable referrals beyond their walls. This document describes different models that grantees used to create universal access to One-Stop services. Workforce Boards and One-Stop system leaders can use these models to further the goals of their local workforce system. While formal evaluation has not yet been conducted, these grantees have demonstrated significant preliminary successes in building partnerships and providing access to the One-Stop system to new customers.

The first model¹ uses FBCO locations as “access points” to the One-Stop Career Center system. United Way of Brevard County Florida, an intermediary grantee, worked closely with the Brevard Workforce Investment Board to establish 20 “mini” One-Stop Career Centers in local FBCOs. The mini One-Stops, intentionally replicated to match the professional look and feel of the Brevard One-Stop Centers, are in high-poverty areas beyond the geographic reach of existing One-Stop Career Centers. FBCOs that hosted the sites committed their own resources and volunteers in order to help individuals with basic job searches, and also to make appropriate referrals to the One-Stop.

In the second model, Project SHARE (Sharing How Awareness of Resources Empowers), Job Service North Dakota (JSND), a state grantee, created a resource sharing system that provides FBCO customers access to the One-Stop, as well as other non-profit organizations. Project SHARE established more than 400 new partnerships with FBCOs and 565 locations that would use the Project SHARE web-based network to make referrals to One-Stop services. JSND’s consistent and relevant outreach and marketing strategies to FBCOs were crucial to the success of the resource sharing system. Using the web-based network, customers could find services in a simple manner, One-Stop job counselors could make more informed referrals, and FBCOs could more consistently refer clients to one another and the One-Stop system.

¹ In addition to United Way of Brevard, several other 2002 State and Intermediary grantees placed computers in FBCO locations in order to increase access to the One-Stop system. While only United Way of Brevard is discussed in this report, the other grantees included: Hope Network in Grand Rapids, Michigan (Intermediary); Arizona Department of Economic Security (State); Virginia Employment Commission (State); Colorado Department of Labor (State); Team Pennsylvania State Workforce Investment Board (State); Florida Agency for Workforce Innovation (State). More information about these grantees will be available in February 2004 on the Department of Labor website, www.dol.gov/cfbci.

Model Program:

United Way of Brevard County, Florida

1

United Way of Brevard County, Florida

Background for the Project

Project Start-Up

Prior Relationships

Project Planning

Description Of Project Services

Project Goals

Operations to Date

Key Project Components

Training And Technical Assistance

Outreach and Relationship Building Activities

Project Successes

Project Sustainability

Benefits Associated with the Project



UNITED WAY OF BREVARD COUNTY, FLORIDA

Background for the Project

Upon receiving a \$500,000 award (as a 2002 Intermediary Grantee) from the Employment and Training Administration, United Way of Brevard County (UWB) brought together for the first time small faith-based and community organizations with the Brevard Workforce Development Board and One-Stop system. In Brevard, One-Stops have been identified as Job Link Career Centers.

Brevard County is 72 miles long, and the Brevard Workforce Development Board (BWDB) wanted to increase access to services for many customers, specifically in low-income and minority neighborhoods that have a high unemployment rate. The United Way of Brevard Intermediary Project established, maintained and promoted twenty Brevard Job Link Mini-Career Centers at local FBCOs. These Mini-Career Centers consisted of computer workstations and trained personnel that could assist unemployed and underemployed people in the local community in cooperation with the existing full-service Job Link system.

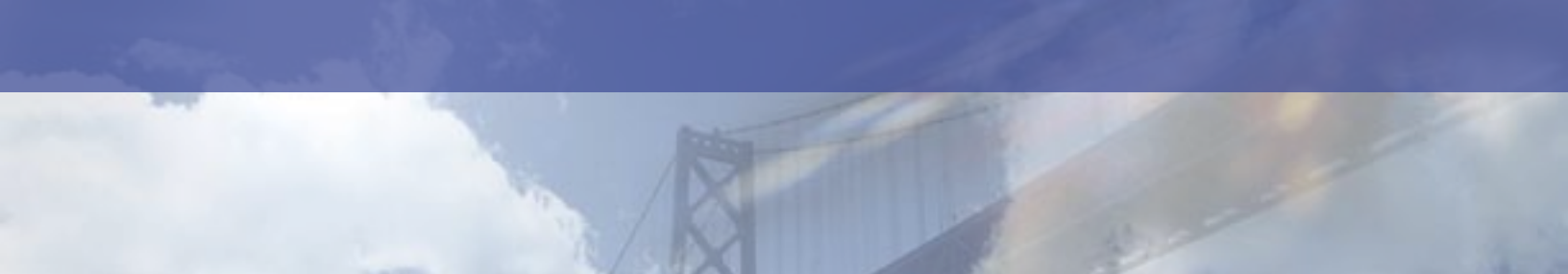
The conditions that contributed to the project's progress included:

- The BWDB had a strategic plan that included goals of: (1) increasing community awareness of the activities of the Board and the resources of the Job Link system, and (2) increasing the number of people participating in the workforce.
- The BWDB had developed an excellent Internet resource for job seekers (www.brevardjoblink.org) that provided information about local job listings and available services.
- The UWB was a well-recognized community agent that could play an intermediary role (supporting smaller non-profits in capacity building) and had hired an individual familiar with diverse religious groups to take the lead.
- Funding cutbacks required a reduction in the number of Job Link offices and there was a growing focus on self-service assistance emphasizing the Job Link Web site.
- Local FBCOs wanted to try new routes to help meet their community needs.

"The program was in-line with the philosophy we had all along: increasing access points however and wherever you can." – Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

"Community members didn't have jobs. That was the problem. So when UWB came in it was a good match." – Rev. Vivian Thomas, Word of Life Centers

"It was definitely an opportune time. President Bush came up with the initiative, and ministers were pushing to become more community-involved." – Tomas Lares, Associate Pastor, Rapha Christian Center



This environment, combined with trust and clear communication among all the parties, helped to establish a quality program that delighted organizational leaders and effectively served customers, while meeting the Department of Labor's broad goals for the grant project.

Project Start-Up

Prior Relationships

Though well respected by many parts of the community, leaders in the Brevard Workforce Development Board knew that the Board did not have strong connections with some of the grassroots FBCOs that were serving some of the highest poverty neighborhoods. In the past, the BWDB had issued a Request for Proposal (RFP) aimed at attracting FBCO applicants but only one organization submitted a responsive application. This response seemed disproportionate to the number of organizations doing work in the community. Based upon later interactions with FBCO leaders, BWDB realized that many did not understand the RFP requirements and that it would take special outreach efforts to reach and encourage FBCO involvement. Just as BWDB and the Brevard Job Link centers did not know many of the local FBCOs, local FBCOs often were not aware of the Brevard Job Link centers and therefore could not make referrals to the available services or to the Brevard Job Link Web site.

Like in many communities, local FBCOs in Brevard were trying to answer neighborhood needs through food pantries, emergency housing, and parenting classes. Many such organizations are in areas with high unemployment and few jobs. Most employment assistance relied on "hearsay" or church members that owned businesses, and few FBCOs relied on or connected with Brevard Job Link Internet resources or its Job Link centers.

Prior to the UWB grant, the BWDB had established computer terminals in numerous educational institutions to increase customer use of Brevard Job Link centers and services. BWDB had set up computers with Internet access at 25 middle and high schools and four colleges. Local library computers also had a direct tie to the Brevard Job Link web site. However, since none of the computer terminals were regularly staffed, customers had to be self-sufficient to use available resources. Additionally, these computer terminals only served potential customers who were comfortable looking for help in educational institutions and libraries.

While UWB had experience working and sub-granting to community-based organizations, UWB did not have a close relationship with small local faith-based organizations and some may have looked at the UWB skeptically due to incidents at other United Way agencies. A major change occurred when the UWB hired a Project Manager who had previously served as a local newspaper reporter on faith-based issues and who had the trust of congregations and faith-based organizations throughout the area.



UNITED WAY OF BREVARD COUNTY, FLORIDA

Project Planning

When the U.S. Department of Labor announced the Solicitation for Grant Applications for Intermediaries in April of 2002, United Way of Brevard convened an advisory board of representatives from the BWDB and the UWB, as well as the Executive Director of a large church coalition and a consultant with extensive workforce development experience. Each member offered a different knowledge base and collectively contributed to the development of a successful proposal.

An important part of developing the proposal was opening lines of communication between the different parties to ensure that everyone had the same understanding of key terms. This included defining “workforce,” “core services,” and how the Brevard Job Link system and the FBCOs would share responsibilities.

“When UWB came to the Board, at first there was miscommunication, in the sense that we were not speaking in the same language or terms. The Board would talk about core services and the UWB would think of that as something else. We had to define ‘core services’ as each agency had a different opinion of what it meant.”
– Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

In the group planning sessions, the UWB wanted to design a project in which the FBCOs offered computer-assisted connection to the Brevard Job Link system and direct customer assistance for core services. The BWDB was very concerned about the quality of the services delivered by these access points, fearing that if poor services were offered it would reflect poorly on the entire Brevard Job Link system.

Ultimately, the BWDB and United Way agreed to “brand” the new sites as “Brevard Job Link Mini-Career Centers.” UWB hired a contractor to ensure that the Brevard Job Link sites maintained the appropriate level of quality.

After the grant award, the UWB sent notices to FBCOs across the county encouraging them to apply, using a simplified application process. UWB selected twenty FBCOs that demonstrated an ability to impact economically challenged neighborhoods, represented diversity in organizational status and structure, and were committed to the purposes of the project and its success.



Description of Project Services

Project Goals

The specific goals of the United Way of Brevard's Intermediary Grant are to:

- Increase the number of FBCO organizations participating in the Brevard Job Link One-Stop system;
- Increase the number of service delivery points from which job seekers and employers can access the Brevard Job Link system;
- Increase the number of individuals assisted by the Brevard Job Link system;
- Expand the capacity of project sub-grantees to interact with the workforce system by the completion of the grant award; and
- Assess customer satisfaction on accessibility and content of the Mini-Career Centers using a standardized tool.

Operations to Date

This project was funded fully by the U.S. Department of Labor's Employment and Training Administration for one year (\$500,000), and partially (\$100,000) for a second. Those involved knew they would need to be able to sustain services upon completion of the grant. The planners incorporated this into one of their project goals and have continually considered this issue, while encouraging all project participants to do likewise.

Following a competitive, local RFP process, formal contracts were signed between the FBCO sub-grantees operating the Mini-Career Centers and the UWB. The UWB agreed to provide a small resource library, a workstation, and computers with connections to the Brevard Job Link system to each FBCO operating a Mini-Career Center. UWB would maintain this equipment, pay for a high-speed Internet link-up at each site, and provide a monthly stipend.

In the first year (2002-2003), the UWB paid each sub-grantee \$1,200 a month to cover operational costs for the Mini-Career Center. The sub-grantees were required to set aside at least 100 square feet of space in their facility to provide core workforce development services in their Mini-Career Centers. They agreed to maintain regular office hours of at least 16 hours a week, and specify a formal Point of Contact (POC) person for each Mini-Career Center operation. During hours of operation, the individuals working at the Mini-Career Center would help customers access web-based job listings and use web-based tutorials in resume writing and employability skills. They used outreach efforts to inform individuals about the Mini-Career Centers and agreed to submit formal reports to the UWB on the number of customers assisted. The FBCOs participated in mandatory training sessions and used customer satisfaction forms for evaluation.



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Many sub-grantees used part of the \$1,200 monthly stipends to pay their POC staff person; others used the money to compensate the organization for the fair market value of committed space. Most sites also increased the availability of staff and services on site by using volunteers. These volunteers were often members of local congregations or customers who had received help at the Mini-Career Center. The volunteers taught classes, offered services such as transportation and childcare, or helped with outreach and publicity activities.

Each sub-grantee was required to have at least one partner organization that would refer customers to the Mini-Career Centers. Sub-grantees were also required to encourage their partners to take part in various training sessions.

The FBCO could not use grant funds for any inherently religious activities (e.g. religious instruction or evangelization). An FBCO did not need to have 501(c)3 non-profit status to participate; congregations could participate directly as Mini-Career Centers. However, all but two of the sub-grantees already had established themselves as 501(c)(3) non-profit entities.

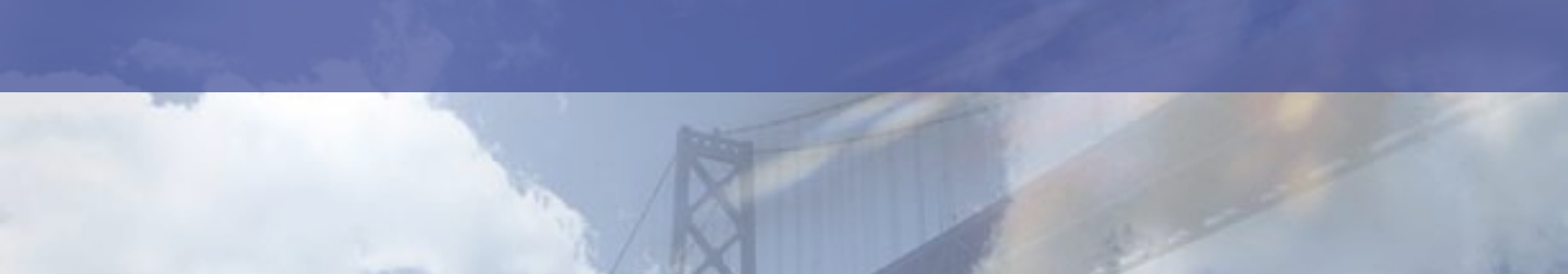
With the reduced second year funding in 2003-2004, the UWB was able to offer \$350 in monthly stipends to the sub-grantees, plus computer maintenance and a high speed Internet link. Most sites paid the remaining share of salary for their POC out of their own funds. Sub-grantees that were not able to commit to continuing operations fully entered into a Memorandum of Understanding with the UWB that allowed them to retain their computer workstations and related materials to help unemployed/underemployed people in their communities in return for providing quarterly reports on the number of customers served. These sites are still receiving technical assistance as part of the UWB's 2003-2004 project.

Key Project Components

UWB staff, in collaboration with the BWDB, made several major decisions early in the process that were essential to the project's success.

First, UWB felt it important to assign liaisons to the FBCO sub-grantees to ensure open lines of communication. The UWB Project Manager served as the contact between all the key members involved in the project: the UWB, the BWDB, Brevard Job Link staff and the FBCO sub-grantees. A contracted Brevard Job Link staff person served as the connection between the FBCO sub-grantees and Brevard Job Link staff and services.

Second, the project principals maintained a sense of flexibility and were willing to adapt project components as necessary. Early in the project, UWB staff made site visits to assess each of the 20 newly-selected sub-grantees and found many of their tracking systems and accounting procedures incompatible with project requirements. Also, many FBCO staff had little knowledge of the One-Stop system or even the meaning of "workforce development," and some were unfamiliar with how to use a computer or the Internet. The decision was made to offer more training and individualized technical assistance to ensure that each



sub-grantee was well prepared to provide quality services. “Capacity building” – an inherent part of UWB’s original project design – quickly proved indispensable in order to use FBCOs to connect potential clients with workforce development resources. (For a list of training topics used by UWB, please see Appendix IV.)

“One thing I appreciate the most is the valuable training we’ve received. It’s been such a good experience. They just made it so pleasant. They were patient, firm, easy to talk to and ask questions.” – Tomas Lares, Associate Pastor, Rapha Christian Center

A third key decision was using BWDB staff to train sub-grantees about how to use One-Stop resources and provide job search assistance. The UWB contracted with the BWDB for a part-time experienced One-Stop Career Coach and trainer for the position. This contractor did mandatory group training, facilitated first-name relationships between FBCOs and One-Stop staff, made on-site visits and encouraged sub-grantees to contact her directly with questions about how to help their customers. Many FBCO sub-grantees felt this was a major factor in the project’s success. Despite this position being cut back to quarter time in the second year, the first year’s training and technical assistance provided the basic skills and information needed to continue to run the project smoothly for the second year.

Training and Technical Assistance

UWB provided its FBCO sub-grantees with training and technical assistance in several areas including client services, accounting, computer usage, One-Stop collaboration, and resource development. Specific sessions offered to the FBCO sub-grantee staff included: how to talk to job-seekers, using Brevard Job Link’s web-based resources, writing a resume, and connecting to the on-line community social services network. Trainings were offered at various locations and times throughout the county, which helped to maximize attendance.

An accountant was hired to offer instruction in accounting, and UWB purchased that the software QuickBooks that was installed on the computers at the Mini-Career Centers.

“Where small organizations can really fail is in their accounting, so the project brought in an accountant. We thought it very important to protect the stewardship of the funds.” – Pete Kaiser, General Manager, Brevard Job Link

A major effort focused on familiarizing Mini-Career Center staff with the One-Stop system and training them how to offer core workforce development services. This encompassed nine hours of classroom instruction and three hours of job shadowing with a One-Stop Career Coach. The job shadowing gave them hands-on experience and a personal contact at a Brevard Job Link office. This individual also acted as their referral contact for customers needing assistance with the full-service Brevard Job Link.



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Besides needing instruction on the One-Stop system the sub-grantees had little understanding of the function of the BWDB. BWDB developed a training course to provide the sub-grantees with information on the Board, its role in meeting the needs of local employers, and its federal and state requirements.

“They didn’t know about the Board, what we do, our mission. That was an eye- opener for the FBCOs.”
– Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

Technical assistance was provided to help the FBCO sub-grantees effectively use computer technology, including the BWDB Web site. The UWB contracted with the BWDB for a technician to ensure the computers installed at the Mini-Career Centers communicated properly with the Brevard Job Link system. The Mini-Career Centers also offered Typing Tutor software on all of their computers to enable their customers to practice their typing skills whenever these machines were not otherwise in use.

UWB contracted with a resource development specialist to conduct training and technical assistance in grant writing. Targeted toward helping the FBCOs achieve self-sustainability, this training yielded at least one foundation grant and several creative funding approaches, including a series of fund-raising hip-hop/rap concerts.

Outreach and Relationship Building Activities

Much of the customer outreach for the Mini-Career Centers relied on the FBCOs’ existing relationships with members of the community as well as an informational brochure and word of mouth. In order to facilitate the usage of the Mini-Career Centers, the Mini-Career Center locations and office hours were posted on the Brevard Job Link Web site. Brevard Job Link staff often referred welfare-to-work participants to the Mini-Career Centers in their neighborhoods. Staff and the project trainer in particular, continually passed along information concerning job opportunities or job fairs to the sub-grantees. Conversely, FBCO sub-grantees built direct relationships with Brevard Job Link staff, improving quality of service for customers.

To further support the sub-grantees, the UWB offered opportunities for them to meet and communicate as a group. The UWB held lunches and encouraged networking during training sessions. These efforts yielded relationships and information that, according FBCO sub-grantees, helped them deliver their services better. The FBCO sub-grantees established referral and assistance connections and jointly designed and financed a brochure about their services.



Project Successes

The UWB project to expand the number and diversity of access points to the workforce development system achieved all of its goals and accomplished even more than the project leaders had originally planned. UWB's success includes the following:

Increase the number of FBCO organizations participating in the Brevard Job Link One-Stop system and the number of service points to the Brevard Job Link system

- Twenty FBCOs began the project with 20 partner organizations.² Only three of these 40 organizations had pre-existing relationships with the Brevard Job Link system.

Increase the number of people served by the Brevard Job Link system

- Figures from December 2002, the first full month of operation, through December 2003 show an unduplicated count of 2,487 customers receiving core job search services at the Mini-Career Centers. 204 customers voluntarily reported job placements between December 2002 and September 2003 (placement reports for October-December 2003 were not available at publication). Lisa Rice, the Planning and Development Director for the BWDB, suspects the actual number of job placements from the Mini-Career Centers is undercounted, since core services customers traditionally do not report their successes.

Expand the capacity of project sub-grantees to interact with the workforce system by the completion of the grant award

- UWB project staff provided training and technical assistance to the Mini Career Centers and their partner agencies which helped them assist unemployed and underemployed persons, track the number of people served and the number of customers reporting placement, and measure customer satisfaction. The BWDB expects that many of these FBCOs will be ready to apply to be contractors when the next opportunity for direct contracting with the One-Stop system comes along.

² One sub-grantee dropped out of the project because they were unable or unwilling to fulfill the reporting requirements.



UNITED WAY OF BREVARD COUNTY, FLORIDA

“Now we have a database of people who might be good contractors. We know the services of these organizations that we didn’t have a relationship with before.”

– Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

Assess customer satisfaction on accessibility and content of the Mini-Career Centers using a standardized tool

- The Mini-Career Center staff distributed and collected customer satisfaction surveys modeled on those used by the Brevard Job Link as part of its contract performance measures. There was only one instance of a negative customer report out of 449 customer reports collected. (For highlights from customer satisfaction surveys, please see Appendix III.)

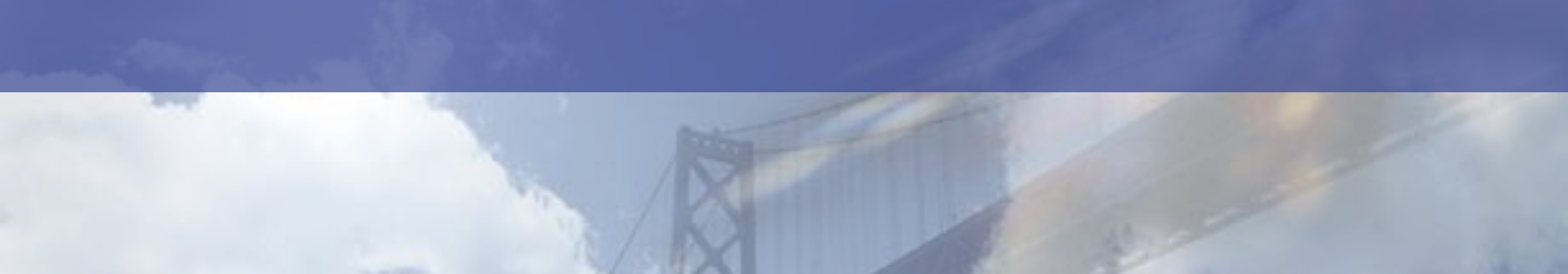
Project Sustainability

Maintaining the effort once federal funding expired was always a concern for this project. As their “brand” is on the Mini-Career Centers, the BWDB wants to make sure the services continue to be delivered in a quality manner. The parties want the relationships established between the Brevard Job Link system and the FBCOs to continue as services have improved substantially.

As stated previously, UWB received continuation funding for a second year, at 20 percent of the initial grant. The consequent reductions in sub-grantee funding presented a preview of the long-term sustainability of the Access Points project. The following are brief descriptions of the sustainability perspectives offered by key project participants:

FBCO Sub-Grantees: By the second year of the project, most of the sub-grantees were already financing part of the salary of the Point of Contact from their own funds. Several have stated their commitment to go to great lengths to keep their Mini-Career Centers functioning by applying for grants, using donations, hosting special event fund-raisers or even asking local businesses for support. As noted by Rob Rains, President of UWB, “The Access Point project is institutionalized. If [the POC] were to leave, they would find someone else to keep the Mini-Career Center operating . . . This is not a situation where the federal money goes away and nothing is left. For the FBCOs involved, it’s part of their mission. They would support it anyway.”

Sub-grantee principals such as Joe Robinson, Executive Director of the North Brevard Charities Sharing Center, echoed this opinion. “When the funding was cut this year, [our POC] said he would donate his time so his salary could go back to keep the operation going. Our Board said no to that offer and told him they would make up the difference in loss of his salary from the grant cut,” Robinson said.



Other FBCOs with Mini-Career Centers made similar commitments to sustainability. *“The church is committed to keeping Maria [the POC]. She’s too valuable to lose. The program is working with the planned youth center to get a grant to buy computers so we can set up a similar service in our new youth center. We’re going to do our mission no matter where it [funding] comes from. We’ll find the way.”* – Tomas Lares, Associate Pastor, Rapha Christian Center

UWB: To keep Mini-Career Centers operating, some on-going costs need to be covered, particularly in light of the economically challenged FBCOs who provide the access points in their communities. UWB is seeking other grant opportunities in support of the project, and is committed to partnering with BWDB to maintain and upgrade the Mini-Career Center computers and make a financial contribution to cover Internet connection expenses. UWB also paid half of the salary of the Project Manager during the second program year, and contributed approximately 60 hours of technical assistance, training and administrative support.

One-Stop Staff: Even beyond the grant period, the Brevard Job Link staff says they will continue assisting the FBCOs wherever they can, including responding to e-mail and telephone questions and, as part of their normal workload, taking customer referrals. The relationships between the FBCOs and the One-Stop Career—built slowly and steadily throughout the project—are now considered too valuable to let slide.

BWDB: The Board is considering placing the Mini-Career Center computers on their regular list of equipment, which would cover replacement and upgrades every three years. Final decisions are pending concerning BWDB’s investment in sustaining the sub-grantees as formal Mini-Career Centers.

Benefits Associated with the Project

The benefits received by those involved in the UWB Access Points Project are numerous and varied. They include:

Positive Publicity for the One-Stop System

BWDB and Brevard Job Link personnel strongly feel this project has served to enhance their community image.

“The faith-based project helps us break urban legend. People will not use the One-Stop because they heard someone say they had a bad experience there. The Access Points program lets the good word about the Job Link spread into the community.” – Pete Kaiser, General Manager, Brevard Job Link



UNITED WAY OF BREVARD COUNTY, FLORIDA

Help Customers Who Would Not Go To The Full-Service Office

The Mini-Career Centers offer highly personalized assistance to customers accessing the on-line resources in a way that is not available at the full One-Stop Center, where there is one staff member attending to numerous people using computers.

“The vast majority of adults don’t want to be seen not knowing what to do. All of our self-service stuff is great, but if you struggle with the issue of not knowing what to do, you don’t come here. Mini Career Centers are someone to help folks get over that threshold. Mini Career Centers do that for us: make customers feel comfortable.” – Cynthia Conboy, Career Coach/Community Trainer, Brevard Job Link

Offer More Neighborhood Locations

Customers of the Mini-Career Centers usually have no transportation to a Brevard Job Link full-service office. Having more sites affiliated with the One-Stop provides customers with additional options for receiving services.

“It’s very convenient [to come to the Mini Career Center] because I’m already coming to church so I can look for a job at the same place. Other church members say the same thing.” – Customer, Rapha Christian Center Lugo

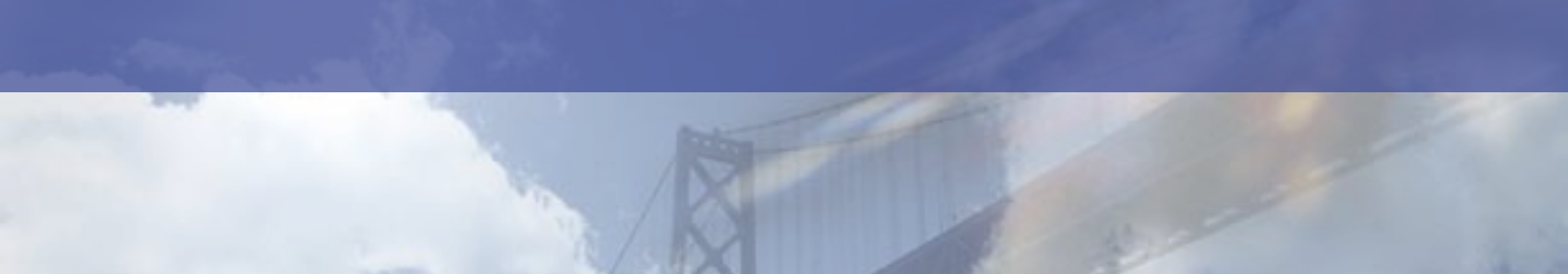
Break Through Service Barriers

Customers with service barriers are able to receive one-on-one and specialized assistance at the Mini Career Centers where they might feel uncomfortable at the full-service Brevard Job Link. This includes those who have limited English proficiency.

“The Access Points program caused a dynamic to occur for the Spanish community to access services. There are a lot of Spanish churches in the area. We have written letters to these saying if someone speaks Spanish, they can come to [our Mini Career Center] for help.” – Tomas Lares, Associate Pastor, Rapha Christian Center

Increase Assistance Available to Customers

Prior to the grants, most of the organizations hosting Mini-Career Centers were already offering services to meet community needs, such as tutoring and childcare. As a direct result of the Access Points project, sub-grantees added supportive services based upon their new knowledge of community needs. These services also became a resource to which Brevard Job Link Career Counselors could make referrals.



For example, Christian Fellowship, a Mini-Career Center site, found many of its customers had no idea how to fill out an application or interview for a job. They set up the Removing Employment Barriers for Applicants (REBA) program that offers employability skills, transportation to interviews and other assistance to help individuals secure and keep a job. This sub-grantee established an outreach program to four sites where a formal curriculum teaches teens to consider job options and learn what it takes to find employment.

In another example, North Brevard Charities' Sharing Center and Confidence GAP worked with partner agencies to make bicycles available to customers who had no car and no driver's license.

Additionally, the BWDB was grateful to develop a new partner with a Spanish-oriented community resource, the Rapha Christian Center, who hosted a bilingual Mini-Career Center. (For a complete listing of the services added by sub-grantees, please see Appendix II.)

Build Relationships Among Community Partners

Those organizations engaged in the project are grateful for the opportunities provided and the relationships built.

"The power of collaboration in the community is incredible. We benefit because we accomplish our mission and see the people benefit." – Tomas Lares, Associate Pastor, Rapha Christian Center

Provide Referrals For the One-Stop System

The Mini-Career Centers screen and offer customers core services. They refer knowledgeable customers to the One-Stop for additional intensive or training assistance or more detailed information about a job listing on the Brevard Job Link Web site.

"The [Mini Career Center] customer gets personalized service [when he goes to the Job Link] because he has a direct connection with a Career Coach. This happens because the Mini Career Centers have a good relationship and a point of contact with the Job Link offices." – Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

"When referrals from the Mini-Career Centers come in, the customer already has some preliminary things done – the background information on the customer is already collected. This allows the [Job Link] career coach to form a quick relationship with the customer. The customer also comes in with the name of a One-Stop staff person so that makes the relationship [between them] happen quicker, faster. . . Informed consumers are much easier to serve" – Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

Model Program:

Job Service North Dakota's SHARE Network

2

Job Service North Dakota's SHARE Network

Background for the Project

Project Start-Up

Prior Relationships

Project Planning

Description Of Project Services

Project Goals

Operations to Date

Key Project Components

Internet-Based Referral Tool

FBCO Partners

Outreach Training And Technical Assistance

Marketing

Project Successes

How Success is Measured/Evaluated

Project Sustainability

Benefits Associated with the Project

Conclusion:

Meeting the Challenge of Universal Access



JOB SERVICE NORTH DAKOTA'S SHARE NETWORK

Background for the Project

In 2002, the U. S. Department of Labor's Employment and Training Administration awarded twelve state grants for the Faith-Based and Community Initiatives targeted at: (1) increasing the number of active and committed faith-based and community partners, and (2) ensuring universal access to One-Stop services for traditionally underserved populations. In North Dakota, One-Stops are referred to as Job Service Centers.

The senior management team of Job Service North Dakota (JSND), the state workforce agency, saw this grant as an opportunity to create solutions to two major challenges. First, many North Dakota citizens did not have information to access the services they needed in order to find and retain employment. Second, the state lacked a system that could connect the service providers to one another as well as to the Job Service Centers. Since service providers and Job Service Center staff were not fully aware of each other, they were unable to efficiently refer their customers to locations that could best provide the services needed. The senior management team determined that with additional funding with a grant they could create greater access to the state's Job Service Centers and partner with FBCOs to increase the number and range of services available to their customers.

After receiving a \$500,000 state grant for Faith-Based and Community Initiatives in June 2002, JSND developed a strategy that effectively addressed their access challenges while maximizing the full benefits of partnership with North Dakota's FBCOs. They named this effort Project SHARE (Sharing How Awareness of Resources Empowers).

Project SHARE met the challenge of creating equal access and communicating the availability of that access through a two-part solution: (1) the development of a web-based referral system, and (2) an outreach and marketing effort that sought to educate citizens and expand the Job Service Centers.

Project Start-Up

Prior Relationships

Due to its rural make-up, North Dakota has only one workforce investment service delivery area. Like other states with large rural areas, coordinating service delivery over long distances is difficult due to the State's limited budget, isolation of individual communities and the vast distances between locations from which the workforce system can be accessed.

Prior to the beginning of Project SHARE, JSND had only three formal partnerships with FBCOs; most



JOB SERVICE NORTH DAKOTA'S SHARE NETWORK

relationships with FBCOs were informal. At the local Job Service Centers, case managers referred clients to FBCOs because they knew them personally or because another case manager had recommended a group's services. While some FBCOs certainly made referrals to the Job Service Centers, it was an informal process based on personal relationships between the FBCO and the local Job Service Center case manager. The interactions between FBCOs across the state and the Job Service Centers were limited because there were no formal referral mechanisms in place. In addition, the Job Service Centers did not have a consistent resource guide with current information available. As a result, the individual case manager was responsible for investigating, as time allowed, additional resources available to their clients.

Project Planning

JSND established the Project SHARE team immediately after the grant was awarded. The team consisted of four local outreach coordinators, as well as state-level staff. Shortly thereafter, consultants with extensive knowledge and dedication to FBCO outreach facilitated a week-long Strategic and Implementation Planning Session. The session included representatives from the four customer service areas, the two central office coordinators, the Director of Labor Market Information and Workforce Programs, and selected staff from Labor Market Information. A major outcome of the session was a plan for the year that included two phases: implementation (education, outreach, and expansion) and transition.

Following approval of the plan, the team administered a survey to 3,168 FBCO organizations, Job Service Center leadership and staff, and workforce development council members to determine their familiarity with the services available at the Job Service Centers and their use of the Job Service North Dakota Web site. This survey yielded 725 responses that were used to establish benchmarks for the program.

Description of Project Services

Project Goals

The objectives of the grant were to:

1. Educate FBCOs about the workforce investment system;
2. Broaden the services offered at Job Service Centers by including additional services offered by FBCOs;
3. Increase the number of FBCOs partnering with the Job Service Centers;
4. Increase awareness of the Job Service Centers among the membership and customers of FBCOs; and
5. Increase Job Service Center staff awareness of the services of FBCOs and access to these services by job seekers and others.



Operations to Date

Project SHARE became a team effort led by JSND Executive Director Maren L. Daley. The project team included four outreach coordinators (one from each quadrant of the state) and two part-time central office coordinators. These dedicated coordinators were the cornerstones of the project's success.

The project SHARE team executed the plan in two phases. Phase One, "Implementation," included strategic project direction, project planning, and project implementation statewide. These activities continued throughout the life of the grant. Phase Two, "Transition," included the integration of the grant-funded positions into the culture of JSND staff and partners. This occurred during the last four months of the grant.

During Phase One, the team developed a web-based electronic referral system called SHARE network that connects Job Service Centers with service providers that help customers obtain, retain or advance in employment. The referral system is simple and allows users to locate available services and refer themselves (or clients) to services. The referral system provides consistent access to Job Service Center services for staff and citizens of North Dakota.

After the SHARE Network was in place, the team pursued the development of relationships with FBCOs to ensure that the SHARE Network would be fully utilized and populated with service providers. To achieve this, they created a coordinated outreach program that included creating promotional materials and presentations geared toward specific audiences and key stakeholders.

In Phase Two, the team provided a second round of training near the end of the grant period to transition Project SHARE into daily work activities of JSND staff. JSND staff, including administrative and central office personnel, participated in the three-hour training session. The session included: (1) a briefing on the history of Project SHARE (including its goal and mission); (2) training on the SHARE Network referral site; and (3) training on the critical role each JSND staff person would play in marketing the system. Since that training, referrals through the SHARE Network have increased very significantly.

Key Project Components

Internet-Based Referral Tool

Project SHARE created universal access to services through the development of a web-based electronic referral system called "SHARE Network." This network connects users with Job Service Centers and all partner service providers that help customers obtain, retain or advance in employment. The SHARE Network is located at www.SHARENetworkND.com.



JOB SERVICE NORTH DAKOTA'S SHARE NETWORK

The SHARE Network was designed to be easy to use. Through common-sense navigation, users can quickly locate available services and refer themselves, or their customers, to service providers.

For example, if a job seeker needs assistance with transportation, childcare and clothing, a caseworker or the individual in need can search the Web site for those specific services. They can organize their search by service, county or specific service provider. The site displays a listing of organizations that provide all or any combination of those services. The individual can print a referral, the address of the provider, hours of operation, services offered, and contact information. The customer can also print a map of the provider's location. This list is kept current by an automated system that e-mails providers monthly and automatically updates changes to locations, hours, etc. on the Project SHARE website.

FBCO Partners

The power of the Project SHARE web-based referral was in the many service providers (more than 565 distinct locations) that became partners and listed their services on the Web site. Partners signed a simple one-page agreement with JSND and the Job Service Centers. In the agreement, the FBCO partners agreed to establish a cooperative agreement with JSND and the Job Service Center to provide coordinated and expanded services for mutual customers. The FBCO partner and the Job Service Center partner agreed to the following basic guidelines:

- Present service options and programs to each other's staff on an on-going basis;
- Share services, eligibility, and operating procedures that may affect the referral process for both service providers and customers;
- Promote each other's programs and services to better serve customers;
- Inform each other of progress with mutual customers accessing services if approved by the customer with a release of information;
- Utilize FBO CBO Referral Card³ when recommending services to better meet the needs of our customers and to track effectiveness of the activities in this partnership; and
- Share information via the Internet to better serve the community.

Organizations participated only if they were able to take on new customers. (Some smaller congregations and organizations not in the position to provide services to additional individuals chose not to become partners.)

Participating organizations understand that the more they market and maintain the SHARE Network, the more people will benefit from it. When organizations join the SHARE Network, it is their responsibility to keep their information current.

³ The FBO CBO Referral Card was ultimately replaced by on-line referrals from the Project SHARE Web site.



Outreach Training and Technical Assistance

Project SHARE implemented an extensive and targeted marketing and outreach initiative to engage North Dakota FBCOs and Job Service Center staff in the SHARE Network. The key players in this campaign were the JSND staff outreach coordinators whose first goal was to increase the number of partners listed on the Project SHARE site. Their second goal was to increase the general usage of the Project SHARE site and the Job Service Centers by the service providers and the customers (universal access).

The Project SHARE team was trained in the finer points of marketing, selling and public speaking. In Phase Two, JSND delivered marketing and technical training to all of its employees to encourage promotion of the SHARE Network and available services to customers and potential partners.

JSND coordinated a targeted, comprehensive outreach program in every sector of the state. Outreach included the use of brochures, flyers and other promotional materials at JSND speaking engagements and other marketing opportunities.

Marketing

Project SHARE developed an extensive marketing effort including:

- **Development of a brand name and logo for the project.** For marketing purposes, the project was named Project SHARE, *Sharing How Awareness of Resources Empowers*. For branding purposes, the Job Service North Dakota logo was temporarily enhanced with the words “Project SHARE” beneath it to create an identity for the project that would help build (and not compete with) the JSND brand.
- **Identification of key messages for target markets.** The team identified primary target markets and created key messages to ensure: (1) efficient use of resources, and (2) that these markets are educated on the expansion components of the projects. JSND developed a marketing matrix to identify the key messages that would be most successful for the target audiences. This matrix allowed the outreach coordinators to: (1) present a consistent and focused statewide message, and (2) ultimately secure Memoranda of Understanding with 80 percent of the organizations to which they spoke. Participating in the development of this matrix also helped the outreach coordinators respond to questions from interested parties. (See Marketing Matrix in Appendix VI.)

The primary markets where strategic attention was placed, included:

- o CBO leadership
- o Multi-denominational FBO leadership
- o FBCO staff
- o JSND leadership and staff



JOB SERVICE NORTH DAKOTA'S SHARE NETWORK

- o Job Service Center leadership and staff
 - o Mandatory partners' leadership and staff
 - o State-wide denominational FBO leadership
 - o North Dakota Workforce Development Council
- **Tools for outreach coordinators.** JSND developed supplemental materials for the outreach coordinators to use in educating target audiences and securing signed Memoranda of Understanding. Tools to increase the effectiveness of the Project SHARE coordinators in outreach and tracking efforts included:
 - o PowerPoint presentations
 - o On-site visit assessment form
 - o Referral cards and instructions for use by FBCOs
 - o Referral cards and instructions for use by Job Service North Dakota and the Job Service Centers
 - o Two specific booklets for FBO and CBO leadership that enhanced the message of the PowerPoint presentations relating to:
 - The Workforce Investment System
 - Job Service Centers
 - Job Seeker Services at Job Service Centers
 - What Project SHARE Can Do For You
 - The Five Critical Roles of FBCOs
 - Internet Resources, and
 - The Project SHARE Coordinator's Contact Information.
 - o Project SHARE Response for FBCOs to identify areas of interest after a briefing
 - o Solicitation of interest to be on the youth provider list
 - o Federal Bonding flyer and Work Opportunities Tax Credit brochure (required by grant)
 - o Project SHARE Partnership Agreement
 - o "Project SHARE Wants You to Know That Job Service North Dakota Helps People With..." flyer with list of office locations and services
 - o Job Service North Dakota Intranet capability for tracking measurable objectives and activities, plus the ability to communicate with new partners on Project SHARE progress and new services via an electronic notification list.
- **Promotional materials.** JSND Outreach Coordinators and Job Service Centers also distributed materials (such as bookmarks, posters, etc.) that helped FBCO locations display information about the Project SHARE Web site and JSND.
- **Measures of success.** To document the success of the project, JSND selected three critical indicators and measured progress at specified intervals during the implementation phase. These indicators included baseline data comparisons, key data measures and activities. (See Appendices VI A-C.)



Project Successes

There are now over 400 formal partners in the network offering services from 565 locations throughout the state. Each of these partners is linked to the Project SHARE system and has their information available on the Web site. Consequently, Project SHARE website users and Job Service Center customers can now access 114 services (an increase from the 27 that were previously available to them). Since the project began, the Project SHARE Web site has been used to make 2,555 referrals between agencies. In addition, there was a 100 percent increase in awareness of the Job Service Centers among the membership and clients of FBCOs.

Other successes included:

- More than 600 partners subscribe to an opt-in e-mail notification system to receive on-going workforce-related information;
- Eighty percent of targeted organizations joined as members of SHARE Network;
- Ninety-four percent awareness of the project among JSND staff– prior to their formal training on how to use the referral system– generating enthusiasm and action on the SHARE Network;
- More than 400 requests from customers seeking information on additional services provided by JSND’s Job Service Centers; and
- Positive support and free publicity from local media.

How Success is Measured/Evaluated

Three critical elements provided indicators of success:

(1) Baseline data comparison.

JSND conducted a survey with target audiences that measured pre- and post-target market awareness, and focused on the education component of the campaign. (For detailed information regarding baseline data comparison, please refer to Appendix VI-A.)

(2) Key data measures.

JSND tracked key indicators of progress during the implementation phase. These measures served not only to communicate immediate successes but also to determine the effectiveness of marketing and outreach efforts. (For detailed information regarding key data measures, please refer to Appendix VI-B.)

(3) Activities.

JSND collected activities measures. While they did not provide critical measures of success for the project, they did provide solid indicators regarding the effort and receptiveness of the target markets to the project. (For detailed information regarding activities measures, please refer to Appendix VI-C.)⁴

⁴ Because the state did not train One-Stop managers in the Project SHARE system until September 2003 (once it was populated with the 400 new partners), information about whether or not there was a positive impact on WIA performance that can be attributed to Project SHARE is still unknown.



JOB SERVICE NORTH DAKOTA'S SHARE NETWORK

Project Sustainability

The SHARE Network was built with long-term affordability in mind. Because each partner maintains its own network database of services, the only on-going costs are technology-related (averaging approximately \$5,000 per year per partner).

Benefits Associated with the Project

The SHARE Network has provided JSND staff, FBCOs and job seekers with a readily available database of services to help North Dakotans obtain, retain, or advance in employment. The SHARE Network has significantly reduced barriers to employment. Only months after launching the SHARE Network, the lives of workers, job seekers and those who serve them are already improving. The following are just a few examples of the impact the SHARE Network is having.

Universal Access to Services

"Project SHARE has been a much needed service in Bismarck. I use it consistently with my economically challenged women who are pursuing an education at Bismarck State College. Having updated information of programs available and who to contact for supportive services has made my job easier. It also provides opportunities for networking, building partnerships and avoiding duplication of services." – Melba Millard, Coordinator, Phoenix/Equity Program, Bismarck State College.

"As a coordinator at the Community Violence Intervention Center, it is vital that our staff collaborate and develop partnerships with other organizations to best serve the needs of our mutual clients. Project SHARE is assisting us in making referrals and fostering collaboration with other agencies when advocating for victims of violence. The Web site is user-friendly and very accessible to our staff and clients. I consider this to be an asset that will keep our community linked in providing services such as housing, economic assistance, career counseling, childcare and many more necessary services." – DiAnna K. Willis-Wanschaffe, Abuse & Rape Crisis Program Coordinator, Community Violence Intervention Center.

"I believe Project SHARE will benefit North Dakotans as well as service providers. The SHARE Network offers an easily accessible and straightforward way for community and faith-based organizations to connect their clients with the additional services they may need. It's a tool that helps agencies ensure their clients' diverse needs are met." – Amy Dobler, Director of Communications and Marketing, Lutheran Social Services of North Dakota.

"Helping people is the objective of many organizations, but no one organization can do it all. To know what kind of help is available from other sources and how to access that help is information we welcome. Project SHARE will serve to improve our understanding of community services and enhance the cooperation of the various providers." – The Rev. Arland V. Dwelle, Senior Pastor, Evangel Temple.



Strengthening the One-Stop System

“SHARE Network makes my job easier. Since I don’t have all the answers, I can use the SHARE Network to point job seekers to services they need. For example: budgeting or mental health assistance. As a case manager, it makes me feel good to be able to help job seekers get the help they need before, during and after they find employment. SHARE Network is an excellent place to start looking for services.” – Naomi Jundt-Belohlavek, Customer Service Specialist, Job Service North Dakota.

“Project SHARE has not only helped job seekers but it has helped employers. By using SHARE Network, employers can access information about a large variety of services and share that information with employees who are struggling with issues like depression or substance abuse. The other great result that has come from Project SHARE has been the increased number of partnerships all across the state.” – Michelle Jenks, Customer Service Consultant, Job Service North Dakota.

“Many customers need more than just a job. They may need transportation assistance, utility assistance, and clothing assistance before they feel like they can go out and find a job. By using SHARE Network, Job Service North Dakota staff can identify service providers who can help meet all of a customers needs.” – Wayne Brostrom, Director of Customer Service Area II, Job Service North Dakota.

Summary

Project SHARE directly helped North Dakota’s citizens by removing the barriers to sustainable employment. It vastly expanded North Dakota’s One-Stop system and through aggressive marketing and outreach, Project SHARE also enhanced One-Stop relationships with other state and local agencies and FBCOs.



MEETING THE CHALLENGE OF UNIVERSAL ACCESS

Conclusion:

Meeting the Challenge of Universal Access

While the results and effects of these projects are still emerging, both United Way of Brevard's Mini-Career Centers and Job Service North Dakota's Project SHARE clearly have made enormous progress in meeting the objectives of the key players, expanding customer access to services and expanding the number of active and committed partners within the One-Stop system.

The U.S. Department of Labor's Employment and Training Administration and Center for Faith-Based and Community Initiatives encourage local Workforce Board leaders to examine how these practices can help your system bridge the gap and meet the challenge of universal access.

Appendix



3

Appendix

- I. United Way of Brevard Interviewees
- II. United Way of Brevard Sub-grantees
- III. United Way of Brevard Success Stories
- IV. United Way of Brevard Training & Technical Assistance
- V. Job Service North Dakota Project SHARE Interviews
- VI. Job Service North Dakota Project SHARE Marketing Matrix
- VI - A Job Service North Dakota Project SHARE Baseline Data Comparison
- VI - B Job Service North Dakota Project SHARE Key Data Measures
- VI - C Job Service North Dakota Project SHARE Activities Measures



Appendix

Appendix I

United Way of Brevard Interviewees (November 13-14, 2003)

Bell, James, J.P. Enterprising Group, Titusville
 Carter, Lasheka, Customer, Word of Life Centers, Titusville
 Conboy, Cynthia, Community Trainer/Career Coach, Brevard Job Link
 Elkins, Rita, Project Manager, United Way of Brevard County
 Fields, Ron, Reverend, Church of God in Christ, Melbourne
 Gibbs, Chyrell, Lead Career Coach, Brevard Job Link
 Kaiser, Pete, General Manager, Brevard Job Link
 LaBoy, Javier, Pastor, Rapha Christian Center, Melbourne
 Lares, Tomas, Associate Pastor, Rapha Christian Center
 Nance, Mary, Point of Contact, Church of God in Christ, Melbourne
 Pascal, Holly, Assistant Director, Cocoa Care International
 Rains, Rob, President, United Way of Brevard, Cocoa
 Respass, Don, Employment Project Coordinator, Confidence GAP/North Brevard Charities Sharing Center
 Rice, Lisa, Director, Planning and Development, Brevard Workforce Development Board
 Riebolt, Jim, Operations Manager, Brevard Job Link
 Robinson, Joe, Executive Director, North Brevard Charities Sharing Center
 Rodriguez, Maria, Coordinator, Rapha Christian Center Mini Career Center, Melbourne
 Thomas, Vivian, Reverend, Word of Life Centers, Titusville

Appendix II

United Way of Brevard Sub-grantees and Partner Agencies

Subcontractor	Point of Contact Type	Other volunteers	Match services (* were initiated under this UW/DOL project)	Continuing in Year Two?	Sub-Grantee Partner Agency
Agape Community Church	Volunteer	Various other residents, no numbers available (estimate 2 at any given time)	Shelter, substance abuse treatment, resume preparation*, transportation	Yes, non-funded	Light of the Lord/Jackie's House
Brevard Humanity Center	Staff	3	Food, clothing, transportation*, resume preparation*	Yes	Accepted in the Beloved & Living Water Ministries
Christian Fellowship COGIC	Staff	Entire congregation (approximately 100)	Resume preparation*, basic computer use*, GED*, adult literacy*, employability training*, interview skills*, life skills training*, transportation*, child care*, out-of-school youth program*	Yes	Boys & Girls Club of Brevard

Cocoa Care International	Staff	1	Clothing (business attire)*, transportation*, resume preparation*, GED*, anger management*	Yes	Community Fellowship Church
ComeUnity, Inc.	Staff	1	Resume preparation*	Unsure, non-funded	Booker T. Washington Neighborhood Association
First United Methodist Church of Titusville	Staff	2	Food, clothing, health assessment, resume preparation*, transportation*	No	First Christian Church of Titusville
Freedom Outpost Ministries	Volunteer	2	Transitional living, ex-offender program, substance abuse treatment, employability training*, office skills training*, Adult Basic Education*, basic computer*, clothing, food, transportation	Yes	The Mission
Gloria Dei Episcopal Church	Volunteer	2	Resume preparation*, food, emergency utilities, parenting, anger management, GED	Yes, non-funded	Links of Hope
House of Prayer International	Staff	2	Tutoring*, resume preparation*	Yes, non-funded	Iglesia Discipulos de Cristo de Palm Bay
Iglesia Cristiana Jehovah Rapha (renamed Rapha Christian Center)	Staff	2	ESOL, GED, resume preparation*, INS information*, health training*, parenting, anger management, youth employability*	Yes	Links of Hope and Yellow Umbrella
Macedonia Missionary Baptist Church	Staff	1	GED, parenting, youth employability training*, resume preparation*	Yes, non-funded	Divine Creations Training & Resource Center
Merritt Island Wesleyan (renamed Victory Life Wesleyan)	Staff	1	Job search skills*, resume preparation*	Yes	A Door of Hope Ministries
Mount Moriah AME	Staff	0	Resume preparation*	Yes, non-funded	Faith Temple Christian Center
North Brevard Charities Sharing Center	Staff	2	Employability assessment and training*, interview training*, life skills training*, resume preparation*, mentoring*	Yes	Confidence Gap
Restoration Temple	Staff	1	(dropped out January 2003)	No	New Life Prison Ministries of Florida, Inc.
Resurrection Ranch	Volunteers	4	Job search skills*, resume preparation*, typing skills*, life skills, employability skills training, ex-offender help, transitional living shelter.	Yes	Suntree Association of Churches
Scott Chapel United Methodist Church	Volunteer	1	Job search skills*, resume preparation*, youth life skills*, employability training *	Yes, non-funded	St. John Missionary Baptist Church, Inc.
Sharpes Church of God	Volunteer	1	Job search skills*, resume preparation*, youth tutoring, employability training*	Yes	Guardian Angel Community Development Corporation
True Pentecostal/ Greater Blessed Assurance	Volunteer	3	Shelter, food, clothing, resume preparation*, life skills*, employability skills*	Yes, non-funded	Pentecostal Church of the Living God
Word of Life Centers	Volunteer	5	Food, clothing, job search skills*, basic computer use*, typing skills*, resume preparation*, transportation*	Yes	JB Enterprising Group, Inc.



Appendix

Appendix III

United Way of Brevard Success Stories

The BWDB Planning and Development Director visited a Job Club while at one of the One-Stop offices. She heard someone say, “I came here because I found out about these services from my church.” When asked if he might have come to the Job Link office on his own he said, “Maybe not as quickly as I did because I got the referral from my church person.” He also said when he got there he knew exactly what to ask for – the Job Club. – Lisa Rice, Director of Planning and Development, Brevard Workforce Development Board

One Mini Career Center customer is a young woman who now has a career plan thanks to the help she received at the Word of Life Center. She said she might have come to the conclusion that she wanted to attend college to become a CPA on her own, but it was the one-on-one help from the Center that really made the difference. Additionally, the partner organization for this Mini Career Center, an establishment that helps budding entrepreneurs, has caused her to think about starting her own business in the future. She now volunteers at the Mini Career Center to help others. – Customer, World of Life Center

One customer had recently moved from California with an extensive background in construction but little documentation to prove it. His biggest obstacle was not having a driver’s license. The POC at the Confidence GAP/North Brevard Charities Sharing Center Mini Career Center helped him to realistically consider his local job options and to write a letter to the court system in California. The customer feels hope for the future. “Don [the POC] believes in me. Makes me feel good about myself. I’m real impatient, and I’ve learned patience from him. He tells me the more skills I get, the more valuable I will be. Now, I’ve got to think about the future.” – Customer, Confidence GAP/ North Brevard Charities Sharing Center.

One customer, an ex-offender, had been in prison for 10 years and was having difficulty finding employment. The POC used his connections to get this customer a job at an air conditioning firm. After six months, the firm was so pleased with the employee that his superiors were talking about sending him to technical school for training and advancement. – Don Respass, Employment Project Coordinator, Confidence GAP/ North Brevard Charities Sharing Center.

Another client of the same program had been in prison for three years, and he also could not find a job. The sponsoring organization for this Mini Career Center hired him as a day laborer. His temporary employer was so impressed with his ability and work ethic that he endeavored to create a permanent position for this customer. – Joe Robinson, Executive Director, North Brevard Charities Sharing Center.

A 14-year-old customer had been suspended from school before hooking up with the Mini Career Center. Now he was determined to return to school and focus on his future, which might include college and a career in computer engineering. When asked where he might be if the Center had not intervened, he responded, “Probably I’d be in juvenile detention right now.” – Customer, Confidence GAP/North Brevard Charities Sharing Center



Quotes from United Way of Brevard Customer Satisfaction Forms

Question: What was the one thing you learned in today's visit that you will use in your career plans?

- “Nothing beats a failure but another try.”
- “Somebody cares!”
- “I can give employers this phone number for me.”
- “My interview time ran past Ms. Brown's work hours yet she encouraged me to stay until we completed our search.”
- “He helped me to see that all is not hopeless.”
- “To help others and myself with strength and weakness areas.”
- “Do not wear bedroom shoes to an interview!”

Appendix IV

United Way of Brevard Training and Technical Assistance

United Way of Brevard Training Topics

Accounting practices for faith-based and community non-profits

Case management protocols

Community resources for human services

Contract negotiation and compliance

Developing effective program designs for grant applications

Developing outcome measures

Documentation

Ensuring appropriate church-state relationships

Field trip to One-Stop Centers

How to connect to resources available through the One-Stop system

Internet-based workforce development tools

Introduction to online One-Stop resources

Invoicing for reimbursement

Job shadowing with a One-Stop career coach

Privacy issues in human services

Prospecting for grants

Publicity and outreach techniques

Reading and understanding the language and formats in a competitive RFP

Reporting and job placements

Sustainability planning

Training resources available in the community

Use of QuickBooks software (copies of this software are distributed)

“What's a WIB (and Why Should We Care)?”

Writing successful grants

Youth resources of the One-Stop system



Appendix

Individualized Technical Assistance Topics

Accounting

Applying for and receiving 501(c)(3) status

Computer technology (customized)

Contract monitoring

Establishing WIA eligibility for core and training services

Federal grant management

Federal procurement practices

Financial reporting

Grant closeout procedures

How to become service providers for the Brevard Job Link system/negotiating contracts with the BWDB

Improving fiscal and reporting practices

Individual assistance on grant writing

Individual training and technical assistance plan with needs identified by the FBCO access point and UWB staff

Internet communications

Introductions to key community leaders

Invoicing

Marketing and advertising plans to increase awareness of Mini One-Stop services

Nonprofit board development

Outcomes accountability

Program design

Program performance

Project expectations (individualized meeting and review with each FBCO access point)

Reimbursement

Social marketing

Strategic planning for sustainability



Appendix V

Job Service North Dakota Project SHARE Interviewees

Brostrom, Wayne, Director of Customer Service Area II, Job Service North Dakota

Dobler, Amy, Director of Communications and Marketing, Lutheran Social Services of North Dakota

Dwell, Rev. Arland V., Senior Pastor, Evangel Temple

Jenks, Michelle, Customer Service Consultant, Job Service North Dakota

Jundt-Belohlavek, Naomi, Customer Service Specialist, Job Service North Dakota

Millard, Melba, Coordinator, Phoenix/Equity Program, Bismarck State College.

Willis-Wanschaffe, DiAnna K., Abuse & Rape Crisis Program Coordinator, Community Violence Intervention Center

Appendix VI

Job Service North Dakota Project SHARE Marketing Matrix

Development of a marketing matrix is unique to each outreach endeavor. Through a facilitated session project participants must:

- Analyze the environment and receptivity to the project;
- Determine who is a target audience member and why;
- Identify the needs of the target audience and how the project will meet those needs;
- Determine what message will most effectively reach the target audience based on their needs;
- Decide what printed materials must look like in comparison to other materials currently received by target audience, the messages to be shared, and a graphic theme most likely to catch the targeted audience's eye;
- Determine if promotional items will be effective in engaging target audience in the project; and
- Ensure that marketing matrix fits within project scope and budget.



Appendix

SHARE Network Marketing Matrix #1

<i>Targeted Audience</i>	<i>What's In It For Me?</i>	<i>Targeted Message</i>	<i>Printed Material</i>	<i>Promotional Item</i>
FBO <ul style="list-style-type: none"> Leader Leader statewide denominational Leader multi-denominational 	More time to concentrate on spiritual needs of members	SHARE Network will take care of the physical needs of your members, so you have more time for their spiritual needs	<ul style="list-style-type: none"> 4-color Burning Bush packet FBO role in One-Stop flyer 	<ul style="list-style-type: none"> 4-color bookmark
FBO <ul style="list-style-type: none"> Members Congregation 	Resource where I can get help on my own	SHARE Network provides access to community resources that can meet your needs, and help you help yourself	<ul style="list-style-type: none"> 2-color One-Stop self-sufficiency brochure 	<ul style="list-style-type: none"> 4-color Burning Bush poster (personalized with coordinator contact information)
FBO <ul style="list-style-type: none"> Elder/Deacon Board 	Need to meet spiritual and physical needs of the congregation	SHARE Network provides a means to care for physical needs, so leader can concentrate on spiritual needs	<ul style="list-style-type: none"> 4-color Burning Bush packet 	<ul style="list-style-type: none"> 4-color bookmark

SHARE Network Marketing Matrix #2

<i>Targeted Audience</i>	<i>WIIFM</i>	<i>Targeted Message</i>	<i>Printed Material</i>	<i>Promotional Item</i>
CBO <ul style="list-style-type: none"> Leader 	Provide greater services without increasing the budget	SHARE Network provides a means to share resources to provide more services to meet your customers needs	<ul style="list-style-type: none"> 4-color CBO packet 2-color mission/vision brochure 	<ul style="list-style-type: none"> 2-color strip calendar
CBO <ul style="list-style-type: none"> Supervisory staff Front-line staff 	Need to meet clients' need when they walk in the door	SHARE Network provides access to more community services and is easy to use	<ul style="list-style-type: none"> 4-color CBO packets Front-line-referral card 	<ul style="list-style-type: none"> 2-color strip calendar
CBO <ul style="list-style-type: none"> Clients/Customers 	Need help getting, keeping or landing a better job	SHARE Network helps you help yourself through improved employment	<ul style="list-style-type: none"> One-Stop brochure Referral card 	

SHARE Network Marketing Matrix #3

<i>Targeted Audience</i>	<i>WIIFM</i>	<i>Targeted Message</i>	<i>Printed Material</i>	<i>Promotional Item</i>
Mandatory Partners <ul style="list-style-type: none"> Leadership 	Need to coordinate services for clients on tight budget	SHARE Network can meet the needs of your clients affordably	<ul style="list-style-type: none"> One-Stop brochure Mandatory Partners Role in One-Stop flyer 4-color CBO poster 	<ul style="list-style-type: none"> 2-color strip calendar

Mandatory Partners <ul style="list-style-type: none"> Supervisory staff 	Need to coordinate and provide consistent service	SHARE Network provides a means for your staff to meet clients needs with a consistent approach	<ul style="list-style-type: none"> One-Stop brochure Mandatory Partners Role in One-Stop flyer 4-color CBO poster 	<ul style="list-style-type: none"> 2-color strip calendar
Mandatory Partners <ul style="list-style-type: none"> Front-line staff 	Need to meet client demands	SHARE Network provides access to more community services and is easy to use	<ul style="list-style-type: none"> Mandatory Partners Role in One-Stop flyer Referral card 	<ul style="list-style-type: none"> 2-color strip calendar
Workforce Board <ul style="list-style-type: none"> Director 	Need to meet WIA mandates	SHARE Network is a virtual One-Stop that meets the mandates of WIA and the needs of ND citizens	<ul style="list-style-type: none"> 4-color Burning Bush packet 4-color CBO packet Mandatory Partners Role in One-Stop flyer 	<ul style="list-style-type: none"> 2-color strip calendar
Workforce Board <ul style="list-style-type: none"> Members 	Need to work together to meet WIA mandates on limited resources	SHARE Network is a virtual One-Stop that meets the mandates of WIA and the needs of ND citizens affordably	<ul style="list-style-type: none"> 4-color Burning Bush packet 4-color CBO packet Mandatory Partners Role in One-Stop flyer 	<ul style="list-style-type: none"> 2-color strip calendar

SHARE Network Marketing Matrix #4

<i>Targeted Audience</i>	<i>WIIFM</i>	<i>Targeted Message</i>	<i>Printed Material</i>	<i>Promotional Item</i>
One-Stop <ul style="list-style-type: none"> Leadership 	Need to do more with less	SHARE Network will save your staff time and improve consistency in services to clients	<ul style="list-style-type: none"> 4-color Burning Bush packet 4-color CBO packet One-Stop brochure 	<ul style="list-style-type: none"> FBO poster CBO poster Strip calendar
One-Stop <ul style="list-style-type: none"> Staff 	Need to provide comprehensive and consistent services efficiently	SHARE Network is easy to use and has a comprehensive list of services that will meet your clients' needs	<ul style="list-style-type: none"> Referral card 	<ul style="list-style-type: none"> 2-color strip calendar
One-Stop <ul style="list-style-type: none"> Clients/ Customers 	Need to get, keep or get a better job	SHARE Network helps you help yourself to better employment	<ul style="list-style-type: none"> One-Stop brochure 	
Stakeholders <ul style="list-style-type: none"> JSND-Senior Management Team 	Need to ensure customers needs are met without additional work burden on staff	SHARE Network is easy to use and has comprehensive list of services that will meet your clients needs	<ul style="list-style-type: none"> All printed materials 	<ul style="list-style-type: none"> Personalized goal FBO poster
Stakeholders <ul style="list-style-type: none"> U.S. Department of Labor 	Need to ensure grant dollars are used effectively with opportunity for replication	SHARE Network is meeting goals/objectives and is a replicable system	<ul style="list-style-type: none"> U.S. DOL quarterly reports 	<ul style="list-style-type: none"> Provide samples of all year-end reports
Stakeholders <ul style="list-style-type: none"> Elected Officials 	Meet the needs of North Dakota citizens affordably	SHARE Network is an affordable solution to listing comprehensive services available in the community Good economic development tool	<ul style="list-style-type: none"> Four-color CBO packet 	<ul style="list-style-type: none"> Four-color CBO poster (if appropriate)
Stakeholders <ul style="list-style-type: none"> Other state agencies 	Assess mission of the agency			



Appendix

Appendix VI-A

Job Service North Dakota Project SHARE Baseline Data Comparison

The survey measured pre- and post-target market awareness, and focused on the education component of the campaign. The survey was mailed to the broadest target markets within the parameters of this project, including the following groups:

- o CBO leadership
- o Multi-denominational FBO leadership
- o FBCO staff
- o JSND leadership and staff
- o Job Service Center leadership and staff
- o Mandatory partners' leadership and staff
- o State-wide denominational FBO leadership
- o North Dakota Workforce Development Council

The project team members analyzed the responses. JSND administered the same survey at the end of the project to document successful improvement in awareness categories.

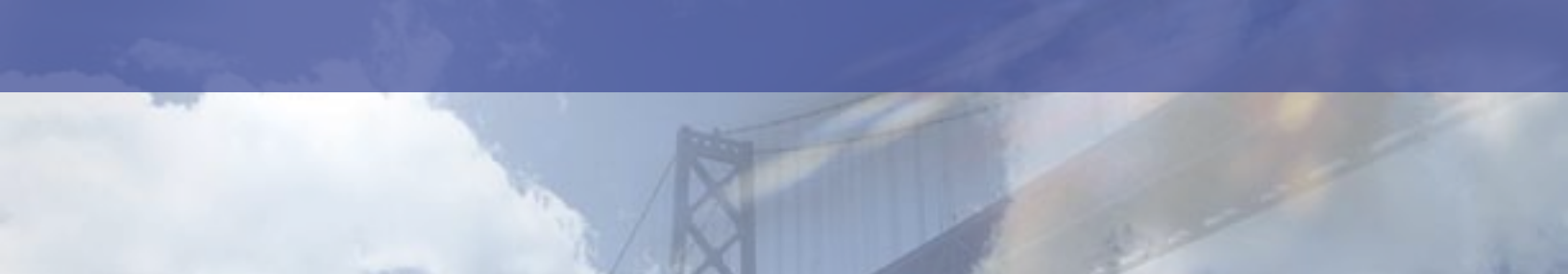
Appendix VI-B

Job Service North Dakota Project SHARE Key Data Measures

While the baseline survey instrument captured awareness levels at the beginning and the end of the project, JSND used data measures to track key indicators of progress during the implementation phase. These measures served not only to communicate immediate successes, but also to measure the effectiveness of marketing and outreach efforts.

In order to determine that key stakeholders' needs were met, JSND analyzed the mission/vision, objectives and goals for each stakeholder to ensure that the data elements would meet stakeholder needs. These elements were categorized into a reporting timetable (monthly, quarterly, or at the beginning and end of the project) based upon the specific management needs of the project.

Team members also identified the data collection methodology (electronically, hand tallies, or source documents) and how the information was to be tabulated, and disseminated.



The critical data elements identified to capture the success of the project included:

- Pre- and post-awareness survey results
- Number of signed partnership agreements
- Number of new FBCO service options
- Number of new FBCO service providers
- Number of referrals between One-Stop offices and FBO/CBOs
- Number of hits on Project SHARE website for FBO/CBOs
- Number of hits on Agency website: www.jobsnd.com
- Number of FBO/CBO participants in One-Stop workshops
- Number of requests to be on FBO/CBO electronic notification list

Appendix VI-C

Job Service North Dakota Project SHARE Activities Measures

In addition to the baseline survey information that measured the success of the education component of the campaign, and the key data measures that measured both education and expansion, JSND also collected activities measures. While activities measured do not necessarily provide critical measures of success for the project, they do provide solid indicators regarding the receptivity of the target markets to the project. Many of the activities were not considered as key data measures because the data are not pure, and do not provide a viable measurement of outcomes for the project.

Activities that were tracked on a monthly basis included:

- o Number of hits on Project SHARE website accessed through www.jobsnd.com
- o Number of requests for FBCO informational materials
- o Number of requests to be on FBCO information notification list
- o Number of requests for additional information/follow-up resulting from outreach
- o Number of new FBO/CBOs using One-Stop facilities
- o Number of presentations to target markets



United States Department of Labor
Center for Faith-Based and Community Initiatives

200 Constitution Avenue, N.W.
Washington, DC 20210
(202) 693-6450

e-mail: contact-cfbci@dol.gov
www.dol.gov/cfbci